

**Alae Lasri**

**LAUNCHING A MARKETING AGENCY**

**A Business Plan For Nebula Media**

**Thesis**

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**ABSTRACT**

<b>Centria University of Applied Sciences</b>	<b>Date</b> May 2025	<b>Author</b> Alae Lasri
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<p>This thesis investigated the agency formation process through practical business plan development. The research aimed to establish an operational strategy, which also served as a complete guidance system for those starting marketing agencies. Fundamental theoretical components consist of concepts focusing on the Business Model Canvas, as well as Lean Startup procedures and competitive environment assessment tools. The theoretical framework provided necessary understanding about marketing services business structures together with strategic planning and market adaptation principles.</p> <p>The thesis was conducted as practice-based research, which used applicable theory accompanied by extensive case study as live evidence of practical applications. The research adopted qualitative procedures through secondary research and practical planning to achieve extensive coverage of appropriate concepts together with industry best practices. The thesis illustrated the establishment of Nebula Media as a specific Finnish agency, which functions as a practical demonstration of segmenting customers and creating value through strategic marketing methods while managing finances.</p> <p>Results prove that strategic business planning and market changes monitoring ensure the success and sustainability of new agencies. A distinct business model combined with optimal digital marketing tool utilization and market-focused proactivity leads to higher business success rates. The thesis offers specific guidelines to assist entrepreneurs who want to establish a new marketing agency.</p>		

<p><b>Key words</b> Ansoff Matrix, Balanced Scorecard, Business Model Canvas (BMC), Competitive Analysis, Customer Relationship Management (CRM), Customer Segmentation, Financial Management, Lean Startup Methodology, Minimum Viable Product (MVP), Niche Market, Omnichannel Marketing, Porter's Generic Strategies, Programmatic Advertising, Return on Investment (ROI), Sustainable Marketing, Value Proposition.</p>
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## **CONCEPT DEFINITIONS**

### **Ansoff Matrix**

Businesses utilize Ansoff Matrix as a strategic instrument to design growth approaches through existing products and markets and potential new ones.

### **Balanced Scorecard**

The management tool enables organizations to assess their performance through financial measures and metrics from customers and internal functions and growth expansion metrics.

### **Business Model Canvas (BMC)**

The BMC offers a visual design which illustrates business model components that include customers and value delivery methods and revenue streams and resource requirements.

### **Competitive Analysis**

Competitive analysis involves the evaluation of market opponents to discover their significant abilities and deficiencies while studying their placement within the market.

### **Customer Relationship Management (CRM)**

Organizations deploy CRM systems together with strategic approaches to control client contacts which results in enduring business relationships.

### **Customer Segmentation**

Organizations use this technique to group their customers into separate clusters based on fundamental characteristics and requirements or conduct.

### **Financial Management**

An organization manages its financial resources through planning and regulation and monitoring activities which include budgeting spending and investment choices.

### **Lean Startup Methodology**

A business methodology which starts by producing quick product releases while conducting experiments to gain customer input and making quick adjustments.

### **Minimum Viable Product (MVP)**

The basic product form enables businesses to gather user feedback while validating their business concept shortly after launch.

### **Niche Market**

The broader market contains this distinct section that serves the specific needs of customers who possess particular preferences.

### **Omnichannel Marketing**

This marketing concept enables customers to experience continuous access across different channels which includes Internet platforms and smartphones and actual retail outlets.

### **Porter's Generic Strategies**

The three fundamental competitive approaches—cost leadership, differentiation and focus—serve as main market advantages for businesses.

### **Programmatic Advertising**

The practice of automatic digital advertising space purchase and sale transactions through software and algorithm control.

### **Return on Investment (ROI)**

The ratio between investment gains and costs enables stakeholders to assess both efficiency and profitability of an investment.

### **Sustainable Marketing**

The promotion of products or services follows responsible marketing strategies which evaluate environmental, social and economic consequences of their activities.

### **Value Proposition**

A company must provide an explicit declaration revealing the advantages which its products and services deliver to its consumers.

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## 1 INTRODUCTION

New technological innovations together with changes in consumer behaviour patterns as well as digital platforms that lead the continuous transformation of marketing industries. Modern businesses depend on digital marketing approaches that help them reach customers along with enhancing brand recognition and improving sales levels. The market transition has led businesses to seek out marketing agencies, which specialize in delivering services such as social media management, search engine optimization, content marketing and online advertising. (Chaffey & Ellis-Chadwick 2019) The market situation creates space for new business opportunities for new types of marketing agencies. The purpose of this research is to study the business startup procedure for marketing agencies through the case of Nebula Media's operational blueprint and market strategies aiming to succeed in the highly competitive market.

The thesis was written with the aim of starting a marketing agency because professional marketing services show increasing demand due to massive digitization especially toward businesses with specific niches and minimal marketing resources. The majority of small businesses or startups face challenges in developing an online footprint, while they also lack sufficient digital marketing competencies to exploit digital marketing at its best level (Chaffey & Ellis-Chadwick 2019.) For that reason, my future agency "Nebula Media" intends to meet this business gap through customized digital marketing services, which target real estate agencies and local retailers like pool or sauna installation companies operating in Finland. All these businesses require digital marketing skills to connect with their market properly and succeed against fierce internet competition. The expanding digital frontier will require Nebula Media to lead companies throughout this landscape by designing approaches that drive quantitative business expansion.

Launching a marketing agency demands complete market awareness combined with a solid business model together with sustainable growth plans (Osterwalder, Pigneur, Clark, Smith & Pijl 2010.) Nebula Media sets its mission to deliver digital marketing services while also building a name aligned with open communication alongside customer-oriented actions combined with continuous adjustments toward market transformations. The early development of any business demands a powerful fundamental base, which this thesis investigates for establishing operations in a successful marketing agency. This thesis will provide essential knowledge about launching and developing marketing agencies through

analysis of service strategies, target audiences, market competition assessment and financial management elements.

The main objective of this thesis exists in developing functional business solutions. The aim is to develop a detailed business plan that Nebula Media can use to operate within the real-world environment, yet the document also includes sections about theoretical perspectives and business models. To succeed, Nebula Media needs to establish specific goals along with methods to obtain customers and create an operational structure which assures business longevity and success. The important concept is keeping the agency able to evolve, because digital marketing environments experience ongoing changes. Therefore, it will be necessary to switch the strategies in line with market changes by exploring current tools and market trends to achieve better client results.

The thesis analyses the complete process of launching a marketing agency especially focusing on Nebula Media. The thesis maintains a step-by-step organization that expands from a general overview to particular business development aspects. Chapter 1: Introduction establishes the foundational elements by exploring why Nebula Media deserves research attention while explaining the background reasons for starting a marketing agency and mentioning the research purpose. The initial section explains the main business goals while investigating digital marketing resistance and the potential openings for specific business markets. In Chapter 2: Launching a Marketing Agency, the thesis delves into the essential questions "Why, What, and Who" behind starting a marketing agency. The chapter thoroughly explores both the current market suitability of marketing agencies as business ventures and their essential features while also examining the key personnel involved, including entrepreneurs, staff members, and outsourcing contributors.

The theoretical foundation of this thesis is discussed in Chapter 3: Foundations of Business Planning, where essential business planning models and marketing tools and industry trends within the marketing agency sector are presented. Financial planning focuses on budgeting, forecasting, and ensuring the long-term financial sustainability of the business. Chapter 4: Business Plan of Nebula Media implements the concepts from earlier discussion by creating an operational business roadmap for Nebula Media. The detailed business plan in this chapter outlines service provisions and target markets together with marketing approaches and financial projection data which establish development directions for the agency.

The business plan is evaluated in Chapter 5: Evaluation and Discussion for its feasibility, while identifying potential challenges and presenting solutions to overcome them. The research analysis examines

how the completed study strengthens the success potential of the agency while demonstrating the practical implementation of the business plan in real-world settings. And finally, Chapter 6: Conclusion, presents both the main research outcomes and proposes further research suggestions and business growth approaches and establishes an evaluation of Nebula Media within its target market. The consecutive chapters establish a functional business launch plan for Nebula Media that elaborates on previous concepts systematically.

## **2 LAUNCHING A MARKETING AGENCY**

The following section will detail fundamental aspects required for launching a marketing agency. A marketing agency startup presents itself as a beneficial business venture now because of the digital shift our society has experienced. This section presents an analysis of the rising need for specialized marketing services combined with evaluation of profit potential and strategic advantages in this industry. This section dives into the main activities of marketing agencies to reveal their functions in market study, strategic development, electronic promotion as well as branding practices. It will define the main business sectors which marketing agencies support ranging from small startup ventures up to established corporations. The launching process of a marketing agency requires specific elements which will be explored as our final topic. Successful launch of a marketing company requires implementing a robust business model alongside Lean Startup techniques for market evolution alongside analysis of competitive forces to outpace industry challenges. The forthcoming sections contain functional guidance about starting and expansion of marketing agencies.

### **2.1 Why, What, and Who**

Starting a marketing agency allows entrepreneurs to seize existing growing market demand for digital marketing competence. Modern digital trends have brought about business dependence on specialized marketing services which allow companies to establish unique market connections with their target audiences. Online platform adoption has caused executive-level marketing expertise to become more important than ever. The market shift toward digital requires aspiring business owners to start marketing agencies which blend creativity and analytical skills to deliver strategic services for business success. The baseline reason for starting this agency develops from the current trends where the agency aims to provide services ranging from small startup businesses to major corporations.

#### **2.1.1 The arising need for new types of marketing agencies**

The market for marketing services expanded dramatically during recent years because digital technologies emerged (Chaffey & Ellis-Chadwick 2019.) Companies require expert assistance to reach their specific customer base by employing social media platforms, search engine services and email-based marketing methods. Digital marketing succeeds at retaining customers while enhancing both brand

loyalty and sales, thus creating a necessity for professional marketing agencies which help businesses travel through this advanced industry. Organizations are now looking for data-based solutions and return on investment (ROI) insights, which marketing agencies can deliver effectively. (Carey, Charan, Lamarre, Smaje & Zimmel 2021.)

New marketing agencies have essential entrepreneurial advantages because they need minimal entry barriers that exist when starting most other commercial ventures. Entrepreneurs can open agencies dedicated to digital solutions without substantial startup expenses and reach diverse establishment companies at a fast rate. Due to their capability to deliver SEO alongside content production and paid advertising solutions, agencies accommodate the unique requirements of different industries (Chaffey & Ellis-Chadwick 2019, 384). The quick speed of digital transformation forces all businesses to need expert marketing professionals who will maintain competitive standing while following technological advancements. A marketing agency performs an essential function by assisting clients to transform their tactics when adapting to market changes for successful strategic implementation.

### **2.1.2 Modern marketing agencies offer various services to their customers**

A marketing agency offers support to a business outside of its own operations to improve the brand, engage the right audience and meet business aims. The services these agencies provide are: market checks and strategy planning, internet marketing and brand building, advertising and checking performance data. All of these solutions are fundamental to effective marketing results. With their help, companies can engage their target customers, become more visible in the market and complete defined business goals. Together, these services help a company plan a strong and effective marketing strategy which is fundamental to running an agency today. (Kotler, Keller, Brady, Goodman & Hansen 2024)

Agencies begin their work by understanding the market's conditions, how the industry is changing, who their competitors are and who their target market is. Thanks to this initial step, marketing campaigns can be made to match the audience's interests and show what consumers are doing now. Effective research ensures you can divide your audience into meaningful groups and deliver messages designed for each one which is key to a successful campaign. The evidence behind an agency's marketing strategy is ensured using surveys, focus groups and data analysis. The results reveal ways to improve campaigns and strengthen clients' long-term strategy (Kotler et al 2024, 101.)

When the market is well understood, agencies begin planning their strategy for marketing. It includes setting clear business goals, deciding which methods to use for communication and shaping the brand's message. It is very important to work closely with the client at this point to keep the strategy unified. Agencies choose KPIs to check campaign success and change their strategies when needed. A clear strategy ensures businesses use their marketing money well, can track their results and succeed in reaching their goals. When the agency develops a roadmap, it guarantees that every aspect of a campaign aligns with the client's main business vision (Porter 1980, 58.)

The main reason digital marketing is central to service offerings is its ability to reach many, interact with people and save money. Agencies make use of social platforms, search engines, email and content marketing to help attract visitors and build engagement. Digital methods help businesses choose who to target, see how they are doing instantly and make improvements to their campaigns right away. SEO efforts, paid ads and teaming up with influencers are important strategies to help a brand be seen by more people online. With this method, agencies allow clients to handle the fast-changing digital sector, increase their conversion rates and create significant connections with customers (Carey et al 2021)

A big part of a marketing agency's work is developing and keeping a consistent brand image, that people will recognise. Agencies help design logos and typography, as well as put together guidelines that maintain consistency in brand tone, messages and design. A solid brand image ensures customers link certain values and feelings to the company which leads to lasting loyalty and trust. This identity informs every aspect of the company's communication with outsiders and is key to making the company stand out from others. To achieve lasting growth and keep clients, a brand strategy must be organised (Belz & Peattie 2012, 16.)

Agencies in the advertising business help clients design and run ad campaigns on both offline and online channels. Media planning and buying, creating digital content and tracking the performance are all covered. To best suit their clients, agencies analyse the audience in detail and pick the right channels like TV, print, online or social networks. Google Ads, display ads and working with influencers are common ways to get more people to notice your brand and visit your website. Strategic advertising helps a company be known, bring in new leads and boost its sales results. These agencies constantly improve their methods so that marketing achieves a good return and matches what the client aims for (Kotler et al., 2024).

Making smart decisions requires good analytics and performance reports. Companies use Google Analytics, information from social media and CRM software to watch their engagement, conversion rates

and main indicators. By gathering these insights, companies can find out what needs to be kept and what has to be adjusted. Reports that are released regularly permit clients to check their return on investment and use the data to shape their next advertising efforts. Analysing the data allows agencies to have successful campaigns and plan ahead for the future. Analysing performance helps, not just by reviewing past results, but by boosting the overall impact of marketing (Ries 2011, 65.)

### **2.1.3 The potential customers of marketing agencies**

For a marketing service to be delivered well, businesses should fully understand their target customers and what each group needs. Marketing agencies act as trusted partners for businesses in many sectors, giving them personalised strategies to overcome their marketing obstacles. The variety among client organisations calls for agencies to change their strategies to meet various needs and reach multiple goals. Startups, mid-sized businesses and multinational companies all have their own marketing challenges. When agencies know the differences, they can provide services that help the brand become more visible, draw in customers and succeed. A marketing agency usually serves small to medium-sized companies, startups, large firms, online businesses and not-for-profit groups.

Because SMEs have fewer resources and less money to spend internally, they often turn to outside marketing services. As they cannot hire their own marketing staff, these companies rely on budget-friendly approaches that produce good results. Marketing agencies give SMEs the option to use professional help without going over their budgets. Many of these services involve branding, local marketing and campaign management designed for the size and plans of an SME. What attracts SMEs to marketing agencies is their ability to provide solutions that help SMEs compete without breaking the bank (McDonald & Dunbar 1998, 112).

For marketing agencies, startups are an important group of clients as they work to enter challenging markets. Most of these businesses pay extra attention to forming a unique presence and reaching their important customers. Agencies specialising in marketing support startups by creating a clear brand message, designing what makes their business unique and launching campaigns to appeal to early buyers. Since things change quickly in the startup world, these companies look for marketing partners who are flexible and can implement plans quickly. With agencies, firms can quickly adjust to what customers want and face new challenges (Ries 2011, 92).

For big corporations, agencies work as outsiders who add more expertise to the company's existing marketing team. While businesses with big marketing departments mostly rely on their team, they tend to outsource certain work, especially when it comes to digital changes, rebranding or the launch of new items. Agencies are able to offer unique views and deep expertise that are required for larger campaigns. They make it possible for companies to reach new customers and improve results in particular markets without putting too much pressure on existing teams. Partnering with agencies brings in new methods that can freshen up an established brand's image (Kotler et al 2024, 157).

E-commerce businesses are among the fastest-growing segments served by marketing agencies due to the growth in using online sales platforms by consumers and companies. These companies need powerful digital marketing plans to get more visitors, improve how conversions happen and hold onto their customers in tough online markets. Agencies help e-commerce clients with search engine optimization, pay-per-click advertising and running social media campaigns. They support sending visitors to online stores and boost the sites' positions on search results. Furthermore, agencies rely on data to adjust their marketing approach and help customers find the best options for themselves which supports customer loyalty. (Carey et al 2021)

Marketing agencies help non-profit organisations get their messages out, attract funds and organise volunteers. Since these organisations receive less funding than most businesses, it is very important for them to communicate well and efficiently. They support by writing effective storeys, managing the way the organisation appears in media and organising online fundraising campaigns. They also develop strategies for reaching out to people, making sure the messages agreed with the non-profit's goals. Professional help enables non-profits to get noticed, gain the support of stakeholders and accomplish what they set out to do (Belz & Peattie 2012, 45.)

Marketing agencies are successful when they analyse what each group in the market requires and develop solutions that meet those needs. Since agencies work with startups, large companies and organisations focused on social impacts, they can increase their expertise in different sectors. Because of this diversity, they become more adaptable and able to serve in more ways and with more knowledge of the market. With more experience in particular fields, agencies can prepare better and more strategic marketing offers for their clients. This way of working increases the agency's reputation and helps it stay competitive and grow over the long term (McDonald & Dunbar 1998, 120.)

## **2.2 Key Considerations for Launching a Marketing Agency**

The process of starting a successful marketing agency demands both strategic thinking and complete comprehension of vital factors which will impact organizational expansion alongside financial performance. Three essential factors for marketing agency success involve developing a reliable business model alongside adapting with Lean Startup methods and comprehending market competition (Osterwalder et al. 2010). Such elements function as fundamental building blocks for operational effectiveness and market approach as well as long-term success of agencies. The successful operation of an agency depends entirely on pursuing every crucial factor to maintain market responsiveness and operational endurance. The strategic implementation of these considerations at project startup allows agencies to develop stronger key capabilities that drive growth and market competitiveness. An agency that develops a plan in advance will enhance its ability to handle market challenges alongside successful opportunity exploitation within a dynamic competitive environment. A foundation of strength for operations arises from recognizing these vital factors. Their strong foundation enables them to develop comprehensive marketing strategies to secure long-term growth and provide better services to clients.

### **2.2.1 The Importance of a Solid Business Model**

Every marketing agency requires a properly designed business model as its foundation for success. The agency shows its client value propositions through targeting approaches and revenue production methods. Osterwalder and Pigneur (2010, 45) establish in *Business Model Generation* that the business model functions as an operational blueprint for value creation and delivery alongside value. The business model outlines every operational aspect through which the agency will function and compete and generate lasting profits in the market. A business model needs to be apparent because it helps agencies both acquire clients and develop partnerships while enabling growth opportunities. The Business Model Canvas serves as an effective model structure tool by organizing business elements across nine separate components that include customer segments and value propositions and channels and customer relationships in addition to revenue streams and key resources and activities and partnerships and cost structure. Different components of the agency require careful development to accomplish effective execution of its strategic plan. An agency will succeed by understanding its strategic components because this alignment leads to internal capability matching market requirements (Osterwalder et al 2010, 45).

### **2.2.2 Lean Startup Methodology**

Businesses that want sustainable innovation and market responsiveness use the Lean Startup methodology which Eric Ries (2011) created as their essential framework. The approach delivers outstanding benefits to marketing agencies who must stay adaptable during market shifts, customer demand changes and technological progress. The core principle of Lean Startup revolves around the Minimum Viable Product (MVP), which helps agencies produce the basic version of their offerings to obtain customer feedback. Through Lean Startup methodology agencies implement fast iterations that allow them to develop solutions by analysing actual customer information. Through feedback loops that guide permanent learning and adaptation agencies enhance their customer-directed product quality which leads to superior service delivery. Through this approach agencies reduce their risk while becoming resource-efficient because they skip the substantial initial budget requirements that traditional business models require. Marketing agencies gain competitive advantages through the implementation of Lean Startup principles which lets them adapt freely to market changes while avoiding unwanted strategic mistakes. (Ries 2011)

### **2.2.3 Understanding the Competitive Landscape**

In order to succeed in market competition marketing agencies must fully comprehensively understand their marketplace competition. Agencies gain market differentiation possibilities through competitive analysis which reveals strengths and weaknesses and positioning strategies of their rivals. The evaluation of competitive environments becomes easier through the application of Michael Porter's Five Forces framework. (Porter 2008, 80). To know how the market behaves, competing agencies should assess the impact of the Five Forces on their industries. New competitors, the power of buyers and the power of suppliers are among these key forces. In addition, agencies consider the risk of substitutes and the intensity of competition among rivals. The entry possibility from new competitors becomes stronger whenever entry obstacles remain minimal, for example, when startup expenses and regulatory needs remain low. Marketing agencies need to evaluate supplier and buyer choice options because strong market alternatives force them to modify their business strategy for competitive success. Marketing agencies need to examine the substitute threats which include the potential rise of both internal marketing staff and marketing automation systems. The amount of competition in a market industry helps agencies predict upcoming competitive challenges so they can establish distinct marketing strategies to

advance. Strong market analysis from forces enables agencies to detect essential growth areas while staying ahead of market challenges to be competitive. (Porter, 2008)

### **3 FOUNDATIONS OF BUSINESS PLANNING**

A successful marketing agency demands the theoretical knowledge covered in this chapter for start-up development and ongoing management. The text examines fundamental business planning structures which give organizations the basis to conduct decisions and develop strategies while improving operational performance. Subsequently, the chapter examines fundamental marketing tools together with strategies that agencies should use to establish themselves among market competition. The material includes contemporary market developments, such as digital advancement together with sustainability challenges that are revolutionizing modern marketing approaches. The final part covers financial planning through risk avoidance strategies and budget method implementation to promote financial stability and profitability. The combined elements deliver an extensive system to establish a versatile business plan which specifically suits marketing industry requirements.

#### **3.1 Business Planning Models and Tools**

Business planning models establish an organized system to create corporate strategies for direction while designing operational structures along with market placement. These models facilitate marketing agencies to identify best practices and gain performance efficiency and financial sustainability. Business planning models allow agencies to examine risks while sourcing resources effectively and synchronize their corporate goals with market developments (Kotler et al 2024, 78). Agencies in digital marketing must embrace adaptive planning systems because of the rapid industry changes to innovate persistently throughout their operations. The existing array of strategic business models gives marketing agencies multiple options to shape their operations since these models provide separate advantages. Marketing agencies need to pick the best planning methodology, which can include Business Model Canvas (BMC), Porter's Generic Strategies or Ansoff Matrix, before achieving long-term business success. Business planning models help agencies create organized direction systems that boost decision quality while improving organizational performance (Osterwalder et al 2010, 20).

### 3.1.1 The Business Model Canvas (BMC)

Business Model Canvas (BMC) stands as the primary framework for analysis which Osterwalder and Pigneur (2010, 15) introduced to the market. The Business Model Canvas model includes nine core components beginning with customer segments followed by value propositions through channels to customer relationships and revenue streams and ending in key resources and key activities and key partnerships along with cost structure. The BMC gives marketing agencies insight into their service delivery value co-creation process and enables them to establish lasting revenue models (Osterwalder et al 2010, 25-27). The documented elements help agencies determine their market standing and develop suitable strategy adjustments. The BMC provides essential adaptability that makes it necessary for businesses wanting to develop innovative services alongside market transition capabilities.

Through the customer segments framework agencies can identify their client groups so marketing efforts maintain direct alignment with specific customer requirements. Agencies achieve better results by applying their resources to customer segments which deliver maximum profit and activate quick responses. An agency requires distinctive service offerings according to the value propositions component because it helps establish unique advantages compared to rivals (Osterwalder et al 2010, 38-40). Environmental and competitive analysis allows marketing agencies to create specialized services which enable them to develop distinct value propositions that attract valuable clients.

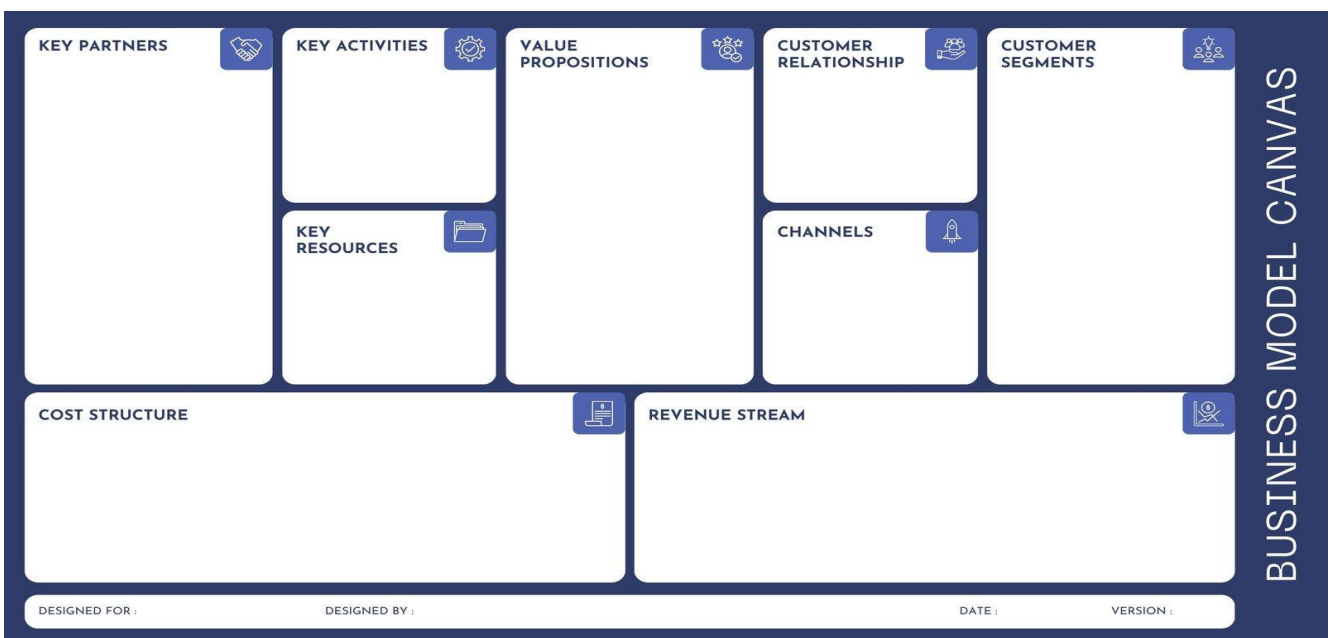
Agencies deploy direct contact and internet-based systems together with partner operations as their service delivery channels to serve clients. Channel optimization helps agencies acquire customers effectively and makes their services more accessible to clients. The customer relationships component contains approaches to sustain and kindle client relationships through personalized marketing initiatives and loyalty programs as well as proactive support (Osterwalder et al 2010, 52-55). The maintenance of long-term clients remains essential for marketing agencies because their acquisition expenses usually exceed their retention expenses.

The BMC requires understanding revenue streams which describe the financial activities through which an agency obtains money. The marketing industry applies three primary revenue models which consist of retainer contracts together with project-based fees and performance-based pricing (Kotler et al 2024, 88). To achieve financial stability and competitive pricing in the market agencies need to con-

trol their revenue streams properly. An agency must maintain key resources which represent the fundamental operational elements including trained staff members and technological equipment along with proprietary marketing instruments (Osterwalder et al 2010, 66).

Organizations need to focus on their essential operational procedures which generate client value according to the key activities' component. The agency conducts activities including content development along with marketing initiative supervision and data assessment and customer information investigation. Core service capabilities of an agency emerge from its collaborations with technology providers along with media outlets and external consultants (Osterwalder et al 2010, 72-75). Agencies gain market expansion together with superior service delivery through strategic partnership development.

The costs needed to run a marketing agency exist within its cost structure which includes employee payments alongside software agreements and promotional spending. The effective management of operational costs leads to higher profitability together with better operational efficiency. The nine components organized within a single framework enable marketing agencies to obtain an all-encompassing view of their business model structure. Business models that evolve through market analysis and performance assessment provide agencies with sustainable competition advantages that lead to continued business success (Osterwalder et al 2010, 85-87).



**Picture 1 :The Business Model Canvas (Canva by Rafiico Studio) A Business Model Canvas template, showing sections such as Key Partners, Key Activities, Value Propositions, Customer Relationships, Customer Segments, Channels, Revenue Streams, Cost Structure, and Key Resources.**

### **3.1.2 Porter's Generic Strategies**

Porter's Generic Strategies presents three strategies for gaining competitive advantage through cost leadership or differentiation or focus (Porter 1980, 14). The cost leadership strategy concentrates on operational efficiency to create lower prices yet differentiation centres on delivering exclusive value to customers. The focus strategy directs its attention toward serving specific target markets by developing specialized services for them (Porter 1980, 22-24). Marketing agencies benefit from these strategic approaches when they need to find an effective position in their competitive market. Agencies achieve distinctive branding that brings in target clients who require specialized services when they implement differentiated strategies.

Agencies which prioritize cost leadership need to provide standardized services at optimized operational efficiency levels for pricing their offerings at a lower rate to customers. The use of automation together with outsourcing and workflow optimization allows such agencies to decrease expenses while upholding quality services (Porter 1980, 56). Agencies achieve differentiation through market uniqueness which comes from their specialized expertise or unique innovations and proprietary tools. Agencies that want to maintain differentiation through competitors need to spend continuously on research while acquiring talented staff and developing innovative services (Porter 1980, 62-64).

Agencies that choose the focus strategy limit their operations by delivering specialized services for well-defined customer groups. Agencies operating under this method deliver specialized services which exactly match the needs of their target market segment and secure market dominance. Agencies that feature a focused business model demonstrate superior industry expertise and produce long-lasting client partnerships which enables high customization potential (Porter 1980, 28-30). The strategic application of these strategies permits marketing agencies to create enduring market benefits that sustain their competitive success.

### **3.1.3 Lean Startup Methodology**

Business planning according to Ries (2011) should be carried out through the iterative framework of the Lean Startup Methodology. The methodology builds Minimum Viable Products (MVP) which tests with customers to adapt the business model through their feedback according to (Ries 2011, 48-50). Companies providing marketing services can use an agile system to adjust their services according to

the requirements of their customers and market developments. Through Lean Startup agencies can protect themselves from failure by testing their fundamental presumptions beforehand spending major financial resources.

The Lean Startup model implementation includes launching experimental campaigns that generate field-based evidence to support full-scale new service adoption. The repeated testing yields businesses the opportunity to refine their marketing approaches through performance analysis of captured results (Ries 2011, 58). Through this method marketing agencies reduce financial exposure and simultaneously develop an innovative work environment which keeps them ahead in digital marketing evolution. The Lean Startup methodology develops agency teams to focus on customer-driven practices through evaluation of real-time measurement data and user feedback. Agencies can optimize their marketing campaigns through data analysis for achieving better return on investment while maximizing their campaign effectiveness (Ries 2011, 72). Using this methodology delivers specific benefits to digital marketing operations because market conditions change rapidly, which demands agencies to stay flexible in their response.

### **3.1.4 Ansoff Matrix for Business Growth**

The Ansoff Matrix along with strategic planning models offers organizations an organized system for business development. According to (Kotler et al 2024, 88), the Ansoff Matrix presents four fundamental growth strategies including market penetration and market development and product development and diversification. The market penetration strategy works to boost existing service sales alongside the market development strategy that delivers services to new customer groups across various locations. Product development requires the introduction of novel services while diversification research completely separate business markets or industries. The Ansoff Matrix assists marketing agencies in their search for useful expansion targets while enabling them to evaluate safety factors of various strategic moves.

To achieve market penetration agencies should raise brand visibility and boost client conversion ratios while implementing cross-selling measures for higher operational revenue from present customers. The development of new markets constitutes an essential Market development strategy which requires agencies to access different geographical regions and targeted segments that match their area of expertise (Kotler et al 2024, 92). The development of new services with AI marketing tools or improved

customer interaction features serves both customer acquisition and retention for product development strategies.

Under the diversification strategy which stands as the most complex among the four agencies must expand their services into new business domains or distinct markets. Entities pursuing this approach acquire new abilities through acquisitions or foster important industry relationships or make advanced technological investments. Despite its elevated risk profile diversification enables agencies to develop extra revenue possibilities and establish enduring business sustainability (Kotler et al 2024, 96-98).

### **3.1.5 The Balanced Scorecard Approach**

The Balanced Scorecard represents an additional method for planning businesses which Kaplan and Norton created. The model uses both financial indicators alongside non-financial metrics to monitor company progress (Kotler et al 2024, 110). The model consists of four perspectives which cover financial metrics as well as customer view and internal operations and organizational learning. Marketing agencies apply the Balanced Scorecard to link their objectives with performance indicators which enables them to improve operations thus achieving extended business success.

The financial perspective examines revenue expansion and profit percentage together with investment return performance whereas the customer perspective evaluates client satisfaction and maintains their loyalty rates. The learning and growth perspective conducts assessments of employee training alongside evaluation of technological adoption capabilities and innovative capacities (Kaplan & Norton 2004, 58). Simultaneously the internal business processes measure operational effectiveness together with service quality outcomes. Through this complete model marketing agencies gain complete performance visibility to develop enduring business success.

### **3.2 Marketing Tools and Strategies**

Agencies need adequate marketing tools to achieve success in client acquisitions and meet the requirements for efficient campaign running. Quick changes in digital platforms along with changes in consumer patterns require organizations to use data-based methods combined with automation and artificial intelligence analytics. Organizations need to adopt strategic planning frameworks to handle resource distribution along with improving both their targeting programs and success assessment capabilities. Miscellaneous marketing tools interconnected with contemporary methods allow agencies to

strengthen their market positioning to provide enduring value for their clients. A complete marketing approach unites segmentation methods with the marketing criteria along with market competitor evaluations along with digital transformation methods to build agility while adapting to an ever-changing business environment. Real-time performance measurement gives agencies a chance to improve their methods through continuous monitoring of data-driven feedback which strengthens their operational effectiveness. University agencies enhance durability of their marketing approaches through the integration of individual research findings with statistical evidence to maintain strategy applicability.

### **3.2.1 The STP Model (Segmentation, Targeting, Positioning)**

Marketing agencies need successful marketing strategies to achieve their organizational success. (Kotler et al 2024, 30) promotes the use of the STP model (Segmentation, Targeting, Positioning) to help agencies determine their customer base while selecting profitable segments and developing market distinctiveness. The process of proper segmentation allows marketing agencies to allocate their resources effectively while developing powerful marketing campaigns (Kotler et al 2024, 33-35). The market divides into smaller sections through segmentation which happens based on demographic and behavioural characteristics and geographic locations and psychological makeup factors. Agencies can create messages that connect with their target audience's requirements when they implement this strategy (McDonald & Dunbar 1998, 40).

Agencies must select their most suitable target segments that match their capabilities and strategic direction. The business objectives determine which marketing strategy for an agency should be mass, differentiated, concentrated or micro (Kotler et al 2024, 42). The final stage of the STP model demands agency professionals to create an unambiguous value proposition that sets their company apart from its competitors. By focusing on superior service quality and innovative technology or niche expertise agencies can establish a strong market presence (Kotler et al 2024, 50).

The STP model has substantial value for digital marketing because consumer preferences continuously transform. The agents perform data analytics while conducting customer insight analysis to develop perfect segmentation and targeting methods which enables them to deliver personalized marketing solutions with high participant engagement rates. Customer Relationship Management systems serve as automation tools that boost targeting performance by processing user actions to generate personalized communication based on individual needs (McDonald & Dunbar 1998, 58). The application of the STP

model allows marketing agencies to enhance their campaigns while generating maximum ROI while building permanent relationships with their clients.

### **3.2.2 The Marketing Mix (4Ps and 7Ps)**

The Marketing Mix (4Ps) serves as a basic framework which includes elements of Product, Price, Place and Promotion (Kotler et al 2024, 40). The model enables agencies to select the best service mixes alongside pricing elements and distribution systems and promotional approaches. Marketing agencies now use a 7Ps adaptation that includes People and Process along with Physical Evidence since they perform service-based work (Kotler et al 2024, 45-47). This expanded model specifically treats the service nature of marketing and includes elements that determine customer perception.

Firstly, the product element describes all marketing agency services regardless of their type such as social media management or search engine optimization (SEO) or content marketing or advertising campaigns. Agencies require ongoing adjustments of their services through market demand observations and technological advances (Kotler et al 2024, 48). Price determines both the approach to winning new clients and maintaining existing clients because agencies need to establish prices that compete effectively without compromising their financial stability. The pricing models consist of charging clients based on hourly rates and project-based fees and performance-based pricing according to client preferences and level of service complexity (Kotler et al 2024, 52).

Place refers to the delivery channels through which agencies offer their services include virtual platforms and direct meetings together with third-party collaboration agreements. The digital marketing trend requires agencies to maintain flawless service delivery using cloud technology such as tools and virtual collaboration programs (Kotler et al 2024, 55). Agencies implement promotion strategies that comprise email marketing in addition to social media campaigns and influencer partnerships with paid advertising to attract and maintain their clients. All promotional initiatives should maintain congruent alignment with the agency's brand identity and match their preferred clientele (Kotler et al 2024, 60).

These supplementary People, Process and Physical Evidence components focus on constructing human resources along with operational frameworks as well as tangible evidence in marketing services. Agencies need to dedicate resources to hire certified staff members as well as develop workflow systems and deliver premium deliverables to establish trust with clients and achieve customer satisfaction. The

implementation of improved project management systems combined with automated tools makes operations more effective while third-party verifications like case studies and testimonials create stronger trust with clients (Kotler et al 2024, 66). Marketing agencies achieve excellent service along with enduring success through implementation of the 7Ps model.

### **3.2.3 SWOT Analysis and Competitive Analysis**

SWOT analysis serves as a market research instrument that helps evaluate internal abilities versus external market environments for promotional agencies (McDonald & Dunbar 1998, 65). Through SWOT analysis agencies gain knowledge about their market competitiveness as they evaluate their strengths like specialized expertise combined with cutting-edge technology and strong relationships with clients. A few common limitations include insufficient resources, employee skills that require improvement or too much reliance on few business relationships. Agencies can build stronger market visibility by actively dealing with their weaknesses (McDonald & Dunbar 1998, 72).

Market opportunities consist of beneficial business situations which agencies must capitalize through the adoption of emerging trends and innovative tech along with understanding developing client requirements. Organizations which track industry trends effectively can use newly established services to enter fresh market segments and seize market possibilities (Kotler et al 2024, 78). The business landscape includes external challenges that affect agencies adversely through heightened competition as well as economic downturns together with modifications in consumer behaviour patterns. Agencies can build contingency strategies through the identification of threat potentials to sustain business stability (Kotler et al 2024, 85).

Porter's Five Forces Model provides marketing agencies with a framework to assess competition in their market sector as well as monitor new potential competitors and supplier/client bargaining power (Porter 1980, 56-58). The competitive environment depends on the mutual influence between industry rivalry and new entrants' threats alongside buying power of clients and supplying businesses and substitute service challenges. Through the knowledge of these market forces marketing agencies can adjust their strategic approach to improve their unique qualities and establish strong market positions (Porter 1980, 62).

Competitive analysis enables agencies to recognize market vacancies and measure their operational capabilities to develop competitive advantages through distinct service models. Digital marketing firms establish their market dominance by delivering data analytics findings and automated services and customized advertising offers which conventional agencies cannot match (Kotler et al 2024, 90). Digital agencies can preserve market importance by monitoring both competitor movements and industry trends as an ongoing process to modify their operational approaches.

### **3.3 Emerging Trends of Marketing Agency Business Planning**

The marketing industry makes ongoing developments because of modern technology alongside market behaviour shifts and governmental changes. Market agencies need to adjust their methods through innovative approaches with ethical standards alongside the use of modern technologies. Current data-driven business operations demand that agencies embed artificial intelligence together with automation and predictive analytics systems into their systems (Kotler et al 2024, 95). Due to public interest in sustainable practices agencies must develop marketing approaches which meet ethical values and corporate social responsibility principles. Agencies which do not adapt to emerging industrial trends will become irrelevant among aggressive market competitors. Businesses need to achieve long-term success by combining their capacity to foresee market shifts with experimental approach to new methods and rapid adaptability to market needs (Carey et al 2021)

#### **3.3.1 The Impact of Digital Transformation**

Modern business trends have produced substantial changes within the domain of marketing agencies. Carey et al (2021) states that digital innovation stands as CEOs' number one strategic priority which determines business funding for new marketing technologies (Carey et al 2021). To compete with the market today marketing agencies need to incorporate artificial intelligence (AI), data analytics along with automation tools into their service delivery platforms. Through artificial intelligence agencies can process enormous consumer information datasets which enables them to develop tailored marketing initiatives that deliver better service to clients. Automation technologies enhance efficiency in business operations through seamless execution of email marketing and data management and customer relationship management functions (Carey et al 2021). The adoption of digital platforms continues to grow

quickly and forces agencies to integrate advanced technology into their operations because those agencies not adopting new approaches risk losing their industry competitiveness.

Digital transformation drives continuous advancement of customer journey development throughout the business process. Modern organizations use omnichannel marketing to connect several digital platforms into a smooth consumer pathway (Kotler et al 2024, 108). Marketing agencies need to build competence in coordinating between various platforms by maintaining an identical brand presence on social media networks and mobile applications and websites. Programmatic advertising advances the technological impact on marketing by employing AI algorithms which dynamically adjust placements thus driving optimized performance of conversions while reducing wasted advertising costs (Carey et al 2021). Digital expertise together with automation tools serve as investing opportunities for agencies which help achieve market performance advantages in their campaign execution.

### **3.3.2 Sustainability and Ethical Marketing**

Sustainability serves as a primary trend which directs the strategies of marketing agencies. (Belz & Peattie 2012, 80) explain sustainable marketing as a model that combines environmental and social responsibility in marketing approaches. Specialized agencies focusing on green marketing along with ethical branding and corporate social responsibility projects create valuable distinctiveness that enables them to market themselves successfully (Belz & Peattie 2012, 85-87). The increased consumer interest in purchase-related environmental effects causes brands to implement sustainable practices. Businesses require marketing agencies to demonstrate their sustainability activities through strategically designed transparent communications and standards of ethical advertising. Agencies operating within sustainability trends create positive impacts on their brand reputation alongside building lasting market positions and forming trust with socially conscious consumers (Belz & Peattie 2012, 92).

More advertising agencies now choose carbon-neutral promotion methods which reduce the digital advertising impacts on the environment. A comprehensive approach to energy-saving ad server optimization together with sustainable promotional content production methods serves as a foundation for agencies to offer sustainable supply chain guidance to their clients (Kotler et al 2024, 115). Marketing ethics requires clear advertising that keeps promotional information free from deceit towards consumers. Social and environmental concerns attract brands to corporate activism because they strengthen

customer relationships and perception of brand reputability (Belz & Peattie 2012, 99). Effective marketing agencies direct clients toward necessary matching of brand values with socially responsible messaging that leads to enduring relationships with people who prioritize social responsibility.

### **3.4 Financial Planning for Marketing Agencies**

A marketing agency requires sound financial planning to achieve business stability together with profits and extended sustainability. Product-based businesses differentiate from marketing agencies since financial management becomes complex due to client contracts and project work and recurring retainer contracts (Kotler et al 2024, 132). Through effective financial planning agencies gain control over operational costs and improve resource distribution and create readiness to face unanticipated economic downturns. Strong financial strategies built by agencies need to integrate risk assessment with budget planning as well as financial projection systems to sustain cash liquidity and expand business operations. A financial roadmap enables marketing agencies to handle challenges and exploit new market opportunities thanks to its structure that adaptively deals with unpredictable client budgets and market trends (Crouhy 2023, 98-100).

#### **3.4.1 Risk Management in Financial Planning**

Marketing agencies need risk management strategies in their financial planning in order to reduce financial instabilities while preserving operational continuity. The main financial risks that marketing agencies face derive from unpredictable cash flow patterns along with varying client budgets and delayed invoice payments while dealing with unpredictable market conditions (Crouhy 2023, 110). Strategic risk reduction protocols need development by agencies to identify future disruptions so they can develop backup operational plans in advance. The effective method of avoiding market dependency on few clients involves broadening the client base (Kotler et al 2024, 135). Agencies sustain financial stability by locking in contracts with different expirations and by creating retainer agreements and carrying out one-time projects, so they are protected even when certain clients reduce funding or end service relationships.

Financial risk management requires agencies to establish protective measures within their contracts. Agencies should formally outline the payment timeline with provisions for late charges as well as definitions for project scope modifications to prevent revenue loss (Crouhy 2023, 115). By keeping financial agreements compliant with regulations agencies improve both the reduction of disputes and enhance their ability to predict financial outcomes. Agencies need to develop emergency funds through building operational expense reserves equal to three to six months of budget (Kotler et al 2024, 140). Businesses can protect their financial interests through purchase of insurance policies which combine business liability protection with cybersecurity risk defence to manage operational disturbances and legal obligations.

Organizations need to perform financial projections because they form an essential part of risk management systems. Agencies can enhance their financial planning through evidence-based analysis of past revenue data and seasonal market trends and industry forecasting (Crouhy 2023, 120). Using modern financial models enables agencies to forecast their income streams and appraise risks before making investment choices. Financial risk management operates as an ongoing system which demands periodic financial evaluations for agencies to develop targeted adjustments that reduce business threats and conserve enduring profitability (Kotler et al 2024, 148).

### **3.4.2 Budgeting Strategies and Financial Optimization**

The efficient use of funds depends on effective budgeting within marketing agencies which enables complete financial management and profitability accomplishment. The implementation of budgeting strategies requires organizations to forecast financial income while setting spending boundaries which support business goal achievement. By implementing zero-based budgeting (ZBB) agencies must thoroughly explain their individual expenses for each budget period thus eliminating wasted costs while ensuring optimized resource distribution (Crouhy 2023, 130). This financial management approach helps agencies maintain discipline through spending practices which must directly lead to business expansion.

Activity-based budgeting (ABB) establishes financial planning relationships with agency operational areas including campaign delivery and new client recruitment alongside technological investments as described in (Kotler et al 2024, 155). Through ABB agencies achieve the ability to measure the investment returns of their operations and focus expenditures on crucial projects that generate maximum value. Businesses using marketing automation tools gain operational efficiency which allows them to

control labour expenses in administrative work like social media scheduling and email marketing and analytical reporting according to (Kotler et al 2024, 160).

Marketing agencies need to improve financial performance through the constant monitoring of important financial metrics. Agencies obtain useful financial decision-making capabilities through tracking profit margins together with client lifetime value metrics and acquisition expenses and operational costs (Crouhy 2023, 138). Financial audits and performance evaluations that happen regularly enable employees to find improvements in cost reduction and revenue generation. By using financial management systems through cloud computing agencies achieve automatic invoicing operations and live tracking capabilities while improving their budgeting efficiency.

Efficient budget operations heavily depend on proper cost control practices. Agencies succeed in obtaining better deals from vendors while they minimize unnecessary operational costs and maximize workforce productivity for expense reduction purposes (Kotler et al 2024, 165). Agencies that outsource their accounting and administrative operations can achieve reduced overhead expenses while focused on profit-making operations. Agencies who employ flexible pricing models with performance-based dynamic pricing will enhance their profitability in addition to retaining customer contentment (Crouhy 2023, 142). Organizations in marketing can sustain their growth and operational effectiveness through budgeting strategies accompanied by financial analytics which creates competitive advantages in the market.

## **4 CASE: NEBULA MEDIA'S BUSINESS PLAN**

This chapter shows an in-depth evaluation of Nebula Media's digital marketing position and its activities in Finland. The section explores detailed competitive assessment as well as the agency's special approaches to differentiate itself in a moderately competitive space. A detailed set of risk management solutions will be presented in order to address future obstacles while maintaining operational stability. The chapter shows how to do financial planning through realistic budgeting and revenue projections as well as break-even analyses which match Nebula Media's goals. This chapter combines specific elements to deliver a complete view of strategic programs that will ensure Nebula Media achieves and maintains success in the Finnish market.

### **4.1 Business Model Canvas for Nebula Media**

The Business Model Canvas framework provided me with an approach to develop Nebula Media's strategic structure. The framework enabled me to define operational business aspects by starting with identifying specific customer segments. The targeted business clients of Nebula Media include swimming pool installers along with sauna installers and real estate groups combined with established offline stores based in Finland. The business model chooses these niches because high-value transactions become significant profits when the marketing campaigns succeed. Nebula Media benefits from substantial financial transactions within each segment that produces large commissions which support a viable and profitable business model.

These choices correspond to sectors which show strong market growth because consumers invest extensively in property solutions with sustainable features. The market demand for real estate property continues strong based on both urban population expansion and residential property investment trends while swimming pool installation services continue to expand due to consumer interest in home wellness environments. Digital marketing agencies such as Nebula Media can maximize their marketing services through the expanding market requirements because of these developing trends. (Kotler et al 2024, 214–220.)

The core value proposition of Nebula Media shows itself through transparent service combined with bespoke marketing strategies and clear proof of outcomes. My method diverges from agency norms

since I build distinct marketing answers which specifically address individual customer circumstances as well as their business objectives. The achievement of client-specific solutions happens through personal consultations where I perform deep market analysis about position and audience statistics combined with competitor research. The implementation of advanced analytics tools allows me to deliver comprehensive transparent reports which detail measurable results thereby building trust while satisfying clients to a significant degree.

Nebula Media uses detailed structured operational planning procedures which enable efficient scale-ups across the organization. I will handle all business operations by myself throughout the early phase before the company grows by maintaining strategic planning alongside client contacts while monitoring completed projects. The future organizational design includes a plan to convert successful freelancers into permanent team members so that Nebula Media can build an extensive experienced internal workforce. A thorough screening procedure based on personal interviews, external investigations and actual task evaluations performed on Upwork, Fiverr and LinkedIn will choose freelancers for Nebula Media. The firm employs a strict procedure to maintain uniformity in both reliability and quality while upholding Nebula Media's primary operational criteria and corporate values.

The operational procedures of Nebula Media function systematically each day with the aim to raise efficiency and productivity levels. The beginning of my workday consists of virtual conduct or morning meetings with freelancers who receive clear priority definitions along with performance assessments to enable necessary strategic modifications immediately. Clients receive detailed communication as a top priority so that Nebula Media maintains transparent responsive interactions which build relationships through personal client interactions. The project management software alongside advanced analytics platforms and CRM systems and email marketing automation tools enables me to optimize internal workflows with organized project management systems for improved customer relationship management when managing an expanding client base.

Nebula Media operates under two revenue streams: it receives both fixed monthly retainers and commission payments tied to performance goals. The retainers provide regular financial deliveries that lead to operational stability with predictable cash flow patterns. Performance-based commissions at Nebula Media create powerful motivators for going beyond customer expectations which directly links the company's targets to client priorities while establishing accountability. The introduction of marketing

planning as an independent service provides new potential clients with an opportunity to engage Nebula Media for specialist marketing services with minimum entry cost thus creating strategic starting points before entering more common long-term partnerships.

For successful business operations Nebula Media needs advanced marketing tools along with my ongoing expertise development and access to professional freelancers who work in countries known for inexpensive labour sources. Before proceeding with permanent employment choices, I will use thorough screening methods to check candidates followed by background verification measures and implement trial assignments for new workers. I will enhance service quality and client satisfaction through selective recruitment of skilful freelancers from platforms like Upwork and Fiverr and LinkedIn professional communities. (Chaffey & Ellis-Chadwick 2019, 320–322.)

## **4.2 Crafting the Marketing Strategy**

By implementing strategic marketing principles to real market information, I developed an effective strategic plan for digital marketing environments. My organization segments its target customers according to exact criteria which groups them according to their unique needs and buying patterns alongside demographic and psychographic factors. Online marketing improvement needs exist for the real estate pool installation business alongside the sauna business to attract customers and establish unique brand identities. Professional networking together with established referrals and relationship maintenance determine the majority of their purchasing conduct. The success of these businesses depends on three psychographic elements that require dependable services along with measurable outcomes through their need to establish partnerships based on trust for executing marketing plans. Nebula Media provides solutions to medium-sized businesses with mature workers that actively leverage digital technology for market expansion purposes. (Kotler et al 2024, 204–215.)

Nebula Media optimizes its 4P marketing strategy by defining precise services which fulfil market demand needs. The non-generic digital marketing operations at Nebula Media deliver specialized social media advertisement solutions and comprehensive SEO solutions through targeted content creation. The company develops tailor-made services by carrying out full industry research coupled with objective understanding. The pricing strategies at Nebula Media support business success as well as market competitiveness. Nebula Media sustains enduring client relationships by binding performance commissions to retainer costs which pay clients based on both marketing goal achievement and full customer

satisfaction.

Through distinguished digital platforms and direct contact tools Nebula Media achieves enhanced client accessibility and outreach results in its Distribution strategy (Place). The company uses LinkedIn for professional networking while sending emails to potential clients in addition to attending specific industry conferences to establish direct client relationships. The selected platform choice allows Nebula Media to effectively strengthen their outreach and increase their market visibility for maintaining enduring client relationships. Organizations create promotional plans by analyzing advertising data to locate clients who will convert into business customers. The combination of social media content engagement with informative articles and targeted blog posts and email marketing campaigns allows Nebula Media to build effective brand recognition while it attracts new clients and generates strong client loyalty for retention. (Kotler et al 2024, 356–367.)

I need to conduct detailed market research on digital marketing in Finland according to the strategic competition guidelines. A complete competitor evaluation system showed me which organizations directly challenge for digital marketing service contracts while demonstrating consulting firms alongside self-service marketing solutions as secondary rivals. Nebula Media improves its market position by providing customized approach development and detailed reports while constant tracking of market dynamics. I developed targeted digital marketing activities that unite advertisement promotion with mature content strategies with social media maintenance for establishing brand presence and connecting with devoted clients. A system of structured competitor tracking reports and market observation data collection serves Nebula Media as an adaptive organization that keeps ahead of competitors through achieving enduring market leadership and profitable expansion (Porter 2008, 78–93).

### **4.3 Applying the Lean Startup Methodology**

I adopted the Lean Startup methodology for Nebula Media launch by offering Minimum Viable Products (cf. Ries 2011) as initial services to both reduce startup risks and develop practical and affordable business strategies through experimental learning. I base the practical application of this methodology on the delivery of Minimum Viable Products (MVPs) initially. The initial service portfolio consists of test-ready basic marketing packages built to measure market acceptance before heavy capital expenditure. Facebook and Instagram social media advertising along with objective-determined Search Engine Optimization (SEO) audits constitute the essential elements of my MVP.

Systematic market validation of these MVP packages will start with pilot projects run for selected clients from my target markets who receive initial price discounts. My business development relies on obtaining structured feedback from initial clients who become key to my continuous enhancement strategy. I will use user-friendly platforms offering structured feedback surveys such as Google Forms and Typeform to gather periodic satisfaction feedback from clients. Initial clients requiring close qualitative feedback should meet with me on a regular basis at minimum weekly intervals or monthly intervals based on urgency for direct discussions about our service and client needs. The real-time analysis of campaign performance and lead generation effectiveness will be supplemented by direct feedback methods which I will implement through analytics dashboards as described in (Ries 2011, 75–78)

The iterative process will start after I accumulate systematic feedback and process real-time data from inaugural client use cases to refine our service packages continually. The initial strategic review meetings operate through a monthly cycle to analyse feedback and analytics data extensively. The obtained insights will trigger Nebula Media to execute immediate adjustments and enhancements of service packages which will help the company effectively satisfy clients while adhering to market requirements. My objective involves prompt identification of new problems to improve all services while eliminating anything that does not enhance customer measurements. Nebula Media implements this continuous refinement cycle to speed up its service adaptations which produces better customer satisfaction and reduces business perils by instituting rapid verification-based modifications.

After validating basic services and establishing their success Nebula Media will implement a defined plan for market extension purposes. The effective social media advertising solutions that deliver successful client results and positive feedback will experience increased investment in marketing activities and promotion toward businesses in matching market sectors. The success of our proven SEO audit method will allow us to develop new SEO-related services that can address expanded client requirements and deliver added worth.

With increasing resources and confidence my strategy involves entering new niche markets near my business segment or offering complete branding packages and personal content solutions along with digital marketing management solutions. Nebula Media secures its competitive market position based in Finland's digital marketing sector by employing continuing validated learning and systemized feedback gathering coupled with agile iterative processes (Ries, 2011, 57-60).

#### 4.4 Competitive Analysis and Market Positioning in Finland

My strategic analysis for positioning Nebula Media in the Finnish digital marketing sector started with an extensive competitive analysis that relied on academic concepts. The digital marketing sector of Finland shows moderate competition which involves a constant yet incremental number of active market participants. The market contains competitors which range between specialized small firms serving specific markets and broad marketing agencies delivering a wide range of services. According to Porter this type of market demands specific strategic moves which bring sustainable distinctions to success (Porter 2008, 80).

To establish an effective market position, Nebula Media needs distinct differentiating features which distinguish the company from current market competitors. Marketing agencies along with independent marketers' function as major competitors because they provide digital solutions but differ in their service specificity. Nebula Media will distinguish itself by operating exclusively within specific niche markets which focus on serving businesses within three sectors: swimming pool installation and real estate along with home improvements. These sectors demonstrate meaningful expansion possibilities because residents need enhanced home and property enhancements which creates a persistent requirement for specialized digital marketing solutions (Kotler et al 2024, 214).

I conducted a thorough examination of the service features as well as pricing plans and promotional techniques and client interaction methods operated by businesses within Finland's digital marketing field. The collected business knowledge enabled me to formulate a marketing plan that stresses transparent behavior alongside customized solutions and measurable achievement results as main selling points. Nebula Media stands unique because it places all attention on performance-based digital marketing solutions that produce measurable return-on-investment data for Finnish business customers who seek quantifiable results (Chaffey & Ellis-Chadwick 2019, 320).

The company will adopt targeted advertising together with content marketing as its main digital marketing strategies to maintain competitive advantages. The creation of consistent edge-catching content created for chosen specific markets establishes both an authoritative online position and high-quality leads. Continuous extensive social media usage for customer interaction education and engagement will elevate Nebula Media's brand visibility and credibility among its competitive market. The effec-

tive utilization of LinkedIn Facebook and Instagram enables Nebula Media to keep a consistent presence which leads to client retention and supports strong alliances with clients that improve the company's market dominance.

Local market success will be strengthened by my competitive position when I maintain strategic ties with Finland-based industry partners and business groups. The partnerships will enhance Nebula Media's credibility while building trust and creating broader exposure to clients residing within target market segments. Professional networking and collaboration strategies fit perfectly into Finnish business culture because its people emphasize building trust-based relationships through direct client referrals which leads to strong improvements in acquisition and retention rates (Kotler et al 2024, 278).

Nebula Media's whole-scale evaluation of market positioning and competitive analysis helps it penetrate Finland's digital marketing sector by precisely matching its core products to customer requirements and existing market advantages. The strategic positioning system helps Nebula Media maintain long-term sustainability along with continuous market expansion and effective client acquisition resulting in market relevance and profitability (Porter, 2008, 86).

#### **4.5 Risk Management and Financial Planning**

The following section introduces financial strategies together with risk management approaches which were customized for Nebula Media. Strategic planning received my careful integration with strict financial discipline since I understood that economic stability fuels sustainable firm expansion. The agency required established financial methodologies together with practical budgeting systems along with revenue predictions and break-even examinations to establish its solid financial base. As part of my work, I designed elaborate risk management approaches which help Nebula Media actively detect, analyse potential business threats and reduce business vulnerabilities in Finland's digital marketing market.

##### **4.5.1 Risk Management**

Nebula Media depends on successful risk analysis and active risk management to sustain its existence over time. My risk assessment revealed essential threat factors which include market risk alongside operational risk and financial risk alongside technological risk. The change in industry demands and increased competitive pressure make up market risks. The business growth will present operational risks because it can lead to inconsistent freelancer performance and increased managerial complexities. Nebula Media faces financial risks that stem from changing cash flow patterns combined with unforeseen operational costs and deals with technological risks that include both system security threats and disruptions to digital tools which impact client relationships and confidence (Grecu, Nechita & Nechita 2024, 92).

Clear mitigation plans, including market research routines, competitor assessment in advance, complete freelancer assessment protocols, project management structures and continuous cybersecurity improvements, were developed. The company will achieve financial stability through different revenue models that include monthly retainers and performance-based pricing. The combination of constant technological advancements and dedicated cybersecurity training defends Nebula Media from potential security threats which allows the company to operate securely and without interruptions. The recommendations found within the Digital Financial Services and Risk Management Handbook highlight the need for strong risk management solutions in digital services (World Bank Group 2018, 15).

#### **4.5.2 Financial Projections**

The planning of realistic financial projections for Nebula Media's growth was accomplished through market-based assumptions together with proven financial planning methods. My budgeting strategy outlines the startup expenses for digital equipment together with freelance payments promotional funding alongside basic operational expenditures. The company base its revenue assumptions on both monthly client retainers and performance-based commission payments which form the core income streams.

Extensive break-even studies revealed how exactly client volume needs to be managed to reach profitability margins by examining all fixed costs along with variable operations. The financial health of the company will be protected through monthly reviews which compare actual results with forecasted numbers to enable immediate strategic modifications. Constructive use of profits through business de-

velopment investments along with professional training and technological upgrades will drive operational improvement and strengthen Nebula Media as a competitive organization that stays resilient. The Digital Financial Services and Risk Management Handbook endorses the strategy through its validation of ongoing technology investment with training initiatives for managing risks that ensure financial stability (World Bank Group 2018, 22).

## 5 EVALUATION AND DISCUSSION

The main purpose behind this thesis involved establishing a functional business strategy for beginning Nebula Media, which focuses its operations on niche marketing fields throughout Finland. This chapter assesses whether the business plan developed in Chapter 4 shows logical harmony as well as operational potential and achievable goals. The evaluation process examines three core elements which consist of theoretical implementation along with market potential together with operational preparedness. The systematic evaluation examines all positive aspects and existing deficiencies in the business plan which strengthens both the launch strategy and helps Nebula Media identify potential threats along with proper risk mitigation procedures.

Chapter 4 integrated every theoretical model presented in Chapter 3 which incorporated Business Model Canvas and Lean Startup methodology. Nebula Media adopted crucial business components from its Business Model Canvas to achieve market focus and establish distinctive value propositions for customers (Osterwalder et al 2010, 14–15). The Lean Startup concept manifested through service tests featured within Nebula Media's plan that enhanced market adaptation capabilities (Ries 2011, 27–29).

Market feasibility assessments show that Nebula Media can leverage the promising Finnish market opportunities in swimming pool installation services and real estate agent markets because of persistent demand for specialized digital marketing solutions (Statista 2024). The audited competitive market analysis showed that Nebula Media could effectively position its services because these niches displayed limited competition. The company requires constant surveillance on both new competitors and adjustments in client demands. Operational excellence requires Nebula Media to establish continuous competitor benchmarking procedures with client feedback processes as fundamental operational protocols according to (Kotler et al 2016, 45- 47).

The assessment within this analysis dedicates particular attention to operational readiness as its main factor. The business strategy in Chapter 4 demonstrated how necessary resources and core processes and outsourcing possibilities should be defined. International freelancers managed by Nebula Media gained the company several strategic benefits by lowering costs while providing access to specialized abilities. Organizations undertaking offshore business functions must deal with quality standard maintenance and team coordination across time zones. Effective risk management demands execution

of project management instruments with structured communication structures and repeated performance reviews to accomplish successful potential risk reduction (Project Management Institute 2023, 112–114).

The strength of Nebula Media's business plan emerges from its well-defined marketing and sales approaches. Digital channels have become the central marketing focus for Nebula Media because these channels deliver solid results while optimizing value and speed of online business development (Chaffey & Ellis-Chadwick 2019, 89–91). Using digital channels effectively for startup market penetration creates a disability when such channels become the branding strategy because their digital reach remains confined. Nebula Media can enhance its business by adding strategic offline marketing efforts through trade shows alongside networking events to reinforce its digital marketing strategies.

Further development of the business plan should occur based on findings from critical assessment. The financial planning concept includes precise specifications but requires additional analysis through market scenario modelling to assess various market scenarios. Better financial visibility will lead to long-term success for the agency by enhancing financial relationship understanding and risk management plan implementation.

Nebula Media possesses major opportunities to scale up business operations as a professional enterprise. Today Nebula Media conducts business as one-person agency that utilizes international contractors for services, but their operations will expand majorly upon attaining market success. The company pursues three core expansion strategies through service line development and internal expansion and European market operation setup. The maximum expansion potential of Nebula Media will be achieved when the firm develops strategic market alliances with compatible service providers across all regions. The proposed growth strategies suit Nebula Media's operational model based on client-focused agility since they present the potential for considerable revenue growth.

The evaluation demonstrates that Nebula Media's business plan stands solid while also having strategic value and market compatibility with theoretical foundations. Modifying the strategic targets identified in the evaluation will improve both operational resilience and strategic effectiveness resulting in enhanced market entry possibilities and sustainable business longevity.

## 6 CONCLUSIONS

The core purpose of this thesis involved creating an entire practical business plan that would guide Nebula Media as a new marketing agency. The thesis analyses vital business planning concepts and marketing strategies along with financial elements and modern industry patterns which were then specifically applied to Nebula Media. The well-designed approach facilitated the acquisition of conceptual information while demonstrating applications for modern startup marketing companies dealing with current market challenges and opportunities. About 50% of digital marketing agency success depends on well-planned strategic decisions and market-oriented methods with flexible approaches as study results indicate.

The establishment of Nebula Media required a clear understanding of "Why" and "What" and "Who" factors which constitute basic requirements for entrepreneurial success. The process of understanding 'Why' helped to discover unfulfilled market niches focusing on Finland as well as recognizing marketing requirements among small and specialized businesses. This unambiguous purpose led to a service offering which included search engine optimization together with focused social media efforts, email strategies along with content development programs. The 'Who' component of business planning resulted in a clear customer segmentation that let Nebula Media concentrate on serving real estate businesses and specialized retail outlets as well as professional service providers. Effective marketing solutions depend on this exact kind of targeted precision for their successful creation.

The theoretical approaches in Chapter 3 including Business Model Canvas and Lean Startup methodology played a necessary role in Nebula Media's business model architecture. The Business Model Canvas functioned as an important visualization tool which displayed fundamental components that include customer relationships, value propositions, operational key resources and revenue streams for business success. The combination of MVP development with Lean Startup iterative testing allowed Nebula Media to control market uncertainties and risks flexibly during the fast-changing digital market environment. The methodology allowed Nebula Media to manage proactive changes for maintaining alignment between its strategy and market needs and technological developments.

The detailed business plan at Nebula Media needed financial planning as a necessary element because this served to establish both financial stability and market competitiveness. Financial planning consists

of budgeting and pricing strategies and revenue projection and cost control systems which serve as essential components according to Chapter 4. Through proper financial management Nebula Media achieves the capability to develop new growth opportunities while investing effectively in development of innovative technology infrastructure and imaginative marketing ventures. Financial transparency at the agency leads to enduring success because it builds up stakeholder trust while making clients accountable via its core values system.

Chapter 5 delivered essential analysis about Nebula Media's business model strength together with evaluation of its potential weaknesses. The combination of SWOT analysis and stakeholder assessments produced various essential findings. Nebula Media gained competitive advantage through their specialty market knowledge and unique client approach capabilities and digital service capabilities. The company-maintained vulnerabilities due to its dependence on external talent as well as the difficulties in obtaining its first client set of clients. Proactive detection of these market elements enables Nebula Media to create contingency strategies that protect against risks and seize entrepreneurial opportunities leading to better organizational versatility and market success.

In conclusion the research presented a comprehensive description of starting a digital marketing agency by showing how strategic business planning helps navigate unpredictable aspects of entrepreneurial challenges. The business plan Nebula Media created demonstrates theoretical sophistication combined with practical implementation which produces sustainable success. Future investigations should examine specific post-launch performance indicators by assessing client satisfaction as well as operational efficiency through time-based evaluations to generate continuous improvements in agency strategy and practice. The research project provides essential information that helps entrepreneurs launch marketing agencies that are agile, innovative and strategically well-positioned.

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## **PICTURES**

PICTURE 1. The Business Model Canvas (Canva by Rafiico Studio)